

Module 7 v Activity 12 v ORGANIZATIONAL SKILLS

Helping Others Deal with Change Handout

Instructions: Review the following steps for working with people and overcoming their resistance to change. Think of times when you have used these steps yourself or witnessed their use with others. Be prepared to share these experiences in some detail with the group and to suggest ways to use this list in the present change situation.

1. Set the stage for change by sharing personal experiences involving change.
2. Provide a history of the anticipated change and the present situation, give reasons for any changes, and outline the benefits of the change for the organization.
3. Help individuals to see the potential impact of the change by listing the skills and experiences they currently possess and the skills they will need to acquire in the future. Listen carefully to their questions and concerns.
4. Tell people what will *not* be changed.
5. List pros and cons associated with the change, identifying inhibiting forces against the change and positive forces for the change.
6. Agree what resources and strategies will be needed for change. List the necessary activities and decide on a timetable.
7. Celebrate by confirming the partnership for the change. Acknowledge and thank individuals for their cooperation.

—Source: *101 Great Games and Activities*, Arthur VanGundy, Jossey-Bass/Pfeiffer, 1998.

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Helping Others Deal with Change Scenarios

Instructions: Discuss how you would help your followers to deal with change in each of the following situations. Be as specific as possible. Be prepared to discuss your suggestions.

1. Your department must be downsized by 5 percent.
2. Your company plans to move from a manual to a computer invoicing system.
3. Your plant is changing from a team manufacturing process in which each employee does one part of the whole assembly process to an individual process in which each employee assembles an entire product.
4. Your top client has chosen to sign with a competitor and 25 percent of sales must be replaced.
5. Your company is moving from a supervisory management system to a team system.